

A Case Study of the

POWER OF BUILDING A CULTURE TO GROW & THRIVE

CATALYST Clinical Research Culture Case Study

"Amazing things happen when you make people feel they are valued as individuals."

Herb Kelleher
President Southwest Airlines



CATALYST
CLINICAL RESEARCH

BRILLIANCE WITHIN
COACHING & CONSULTING BY JEFF HARMON

Overview

No matter how strong a strategic plan is, its efficacy is invariably held back if staff do not share the intentions of the corporate culture. It is clear that Catalyst Clinical Research (“Catalyst”) has both a very impressive culture and a strong strategic plan. This is positively impacting patient's and employee's lives and the business' bottom line. This has been enhanced through the process and framework introduced by advisor, Jeff Harmon of Brilliance Within Coaching & Consulting (BW).

When the Catalyst and BW partnership began, senior leadership at Catalyst had a lot on their plate. They were executing an ambitious business strategy and creating a culture to support that strategy.

They were seeing the early signs of not putting enough emphasis on the culture. The challenges included cross-functional collaboration, constant fire drills, command and control approach to management and employees feeling disconnected.

Catalyst leaders had a strong vision for the desired culture to create a high performing organization and one where people loved to work, but they needed help. They needed a partner to translate their vision into something that would be scalable, sustainable and teachable to all leaders and employees. They accomplished that mission and it has contributed to outstanding business results:

- \$100 million in revenue;
- 2% staff attrition;
- Staff growth to 700+;
- Serving 120 customers; and
- Named in the Fast 50 and Inc. 5000 lists

In this Case Study, we explore the many facets of the partnership between BW and Catalyst which led to Catalyst's success: transformational culture, the development of the C³ culture-setting Leadership Framework – the C³ Catalyst Core Culture (“C³ Framework”) and their impact. You will also see why the C³ Framework, devised by BW, serves as an exemplar for other organizations wishing to create a strong culture.



BW *About Brilliance Within*

BW is an innovative leadership development and coaching firm with more than 20 years of experience. Founded by Jeff Harmon in 2007, BW operates based on Jeff's core values of "It's not about me," "360° Trust," and "Love is a verb." BW partners with the CEOs and executive leadership teams of small and mid-market tech, pharma and biotech companies. These companies have recently received a significant equity investment, have merged with, or acquired, another business and have plans for triple growth in the next two years. BW helps these organizations create culture and leadership clarity through a unique framework that is practised by every leader.

BW's mission is to elevate and empower leaders to create companies and teams where people value one another and keep their commitments. This is achieved through innovative leadership development solutions that work within the constraints of an ultra-busy work life. In so doing, BW contributes to solving the world's toughest challenges by developing leaders who create environments of respect, love, service and possibility.



About Catalyst

In the last 3 years, Catalyst, a clinical development organisation providing highly customisable, multi-therapeutic, clinical research solutions and services to the global biopharmaceutical industry, has written an inspiring new chapter to a story that spans 15 years. Today, the company has in excess of 700 staff (some 325 employees and more than 400 contractors), offices in the US and EU and over 120 customers.

Growing recognition includes multiple industry awards and nominations, including CRO Leadership Awards 2020: Expertise, Quality, Reliability and Capabilities, Fast 50 and inclusion on the Inc. 5000 list of America's Fastest Growing Private Companies in both 2020 and 2021.

In 2018, Catalyst received new investment through private equity company Novaquest Capital Management LLC and developed a strategy to expand services offered to the biopharma market. Catalyst has grown rapidly, through a mix of both robust organic growth, the integration of successful acquisitions and two major rebrands.

THE ORIGINS OF THE CULTURE FRAMEWORK



“Organisational culture refers to the system of shared meaning held by its members that distinguishes that organisation from another” Edgar Schein (2010).

How did this inspiring Catalyst culture come about?

BW and Catalyst’s work together began in 2019 but that was preceded by the hard work of CEO, Nick Dyer, CFO Patti McNamara and the executive leadership team to create a singular “corporate personality”. The group understood that to enable continued sustainable growth, it is essential for an organisation to ensure that its culture is fit for its strategically projected future. The most successful companies in the world are those which make their entire team feel like they are a critical and integral part of the company’s success. A corporate culture is truly cemented when the whole company feels like it has a purpose. A good vibrant corporate culture demands a strong leader who, in turn, needs committed followers and an entrenched environment where positive cultural influences can be nurtured. This, as you will see, captures the essence of the culture experienced at Catalyst.

Led by Nick Dyer, a people-focused executive with a passion for building and growing strong customer service-orientated teams, Catalyst developed a strategy in 2018 that included mergers and acquisitions as a major component of its growth strategy. During that time, the ELT started to define the culture and values that would be required to make the company successful in the broadest sense. In so doing, the ELT recognized the importance of defining an “intentional culture” rather than allowing its culture to simply evolve.

Catalyst’s ELT understood that a company can run aground after a period of growth if behaviours and values are not carefully shaped and reinforced to reflect the service culture being promised to employees and customers. Clearly, the ELT, as a whole, was setting the scene at an early stage in a way that ultimately shaped their vision of the culture of Catalyst. Nick Dyer would often state that two things were shaped by a prior corporate experience: **“Put the roof on before it rains”** (roof = culture) and **“A leader’s job is to put oxygen in the room”**. ELT members also contributed based upon their experience of cultures in other clinical research industry settings. This frames a perspective that Catalyst set out, from the start, to be different.

With the degree of change, growth, mergers and acquisitions that Catalyst planned and experienced since 2018 there were many hurdles. What the ELT recognized early on was that the one thing that would transcend all was a common culture that empowered consistent decision-making and execution. They also knew they needed help - they had the internal expertise to drive business success but embedding a novel distributed leadership and culture model they could trust was another thing.

Following a robust discussion of the common experience and commitment to servant leadership by the ELT, namely leadership which focuses primarily on the growth and well-being of people and the communities to which they belong, the partnership between Jeff Harmon, President and Head Coach at BW, and Catalyst began. The purpose of the engagement was to help Catalyst crystallise the ELT's intentions into a robust framework that very soon thereafter became the C³ Framework, a framework for sustainable growth that is now firmly in place at Catalyst.

The Catalyst - BW partnership included:

- Development of the culture and leadership framework;
- Creation and implementation of a sustainable and scalable roll-out mechanism;
- Ongoing advisor to the CEO through the inevitable challenges that come when shaping a company culture; and
- Creating alignment among the ELT on trust and the shared vision for C³ through continual and ongoing guidance.

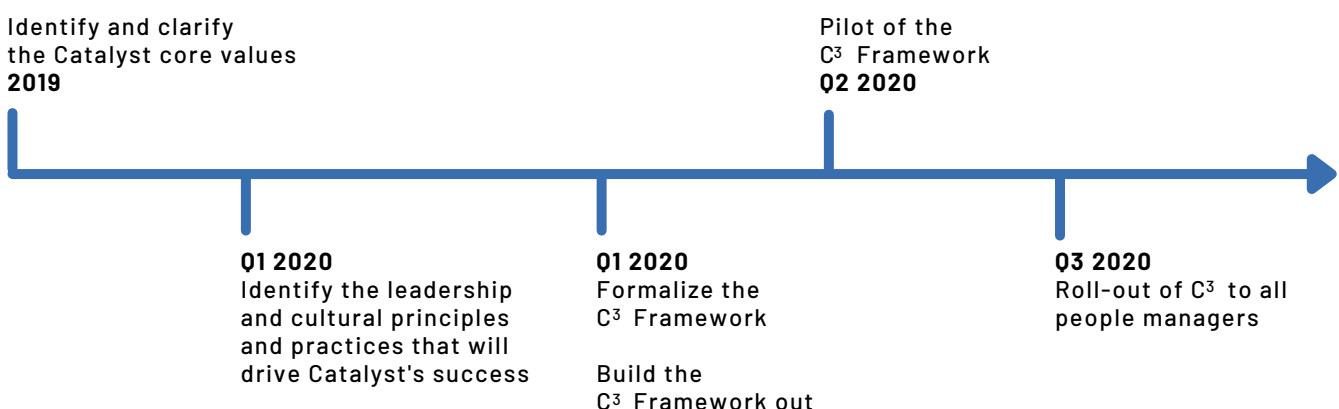
The resultant C³ Framework and ensuing C³ culture has, since March, 2020, become synonymous with the Catalyst brand. Jeff captures the process precisely: *"Our job really was to listen, interpret and determine what was already working well and what could be built on and then to translate that into the framework and training that is now C³ - effectively operationalising the culture"*.

Through Jeff's coaching and support, Catalyst leaders did not view C³ Framework as a stand-alone program, but rather as a wider organisational framework, underpinning Catalyst's Vision, Mission and Values.

The foundational principles which guided BW and Catalyst in the development of Catalyst's C³ Framework, include:

- A focus on fostering employee initiative, drive and empowerment;
- Creating an overall 'family spirit' where "we" is more important than "I";
- Using common language and tools consistently; and
- Creating a community of leaders and expanding the pool of coaches.

Timeline of the C³ Framework



The development of the C³ Framework was a deep dive into what is most important to Catalyst. In the early discussions between BW and Catalyst leaders, the mantras of “People First” and “We Thrive” continually arose, with the conviction that leadership is critical to the achievement of its aspiration of success experienced by all.

Another key theme identified through the process described below is “contextual leadership.” This leadership paradigm is one where team members are given the context for the culture or individual situation and are then empowered to act.

The journey that resulted in the C³ Framework included:

- Clarification of the espoused Catalyst values to clearly understand the beliefs and behaviours underpinning each value. This information pointed to the leadership competencies and practices that are required to bring the values to life.
- Discussion with key leadership team members to paint the picture of the culture they wished to create at Catalyst, delineating it from the “typical” clinical research organization and identifying Catalyst’s requirements to achieve its desired objectives.
- Prototyping different possibilities for the culture and leadership framework and socializing them to check resonance, relevance and early buy-in with a variety of Catalyst stakeholders.
- Decision on the framework and definition of the leadership principles, practices and competencies that make up the C³ Framework.
- Creation of the content and learning path for every Catalyst leader. C³ Training design and delivery utilized BW’s proprietary learning and culture change method called “The 5 C’s Method”:

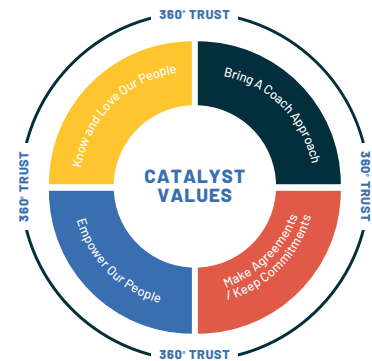
- Curriculum** BW developed the Leadership Framework content based on Catalyst Values and then constructed learning to coincide with each principle. A dedicated learning portal allowed very busy, experienced leaders to consume small bites of content on their own before attending live workshops to practice walking the talk and creating a shared understanding.
- Coaching** To deepen the learning for each Catalyst leader, each C³ program participant has a leadership coach available to support integration of the learning.
- Community** Learning happens best when experienced together. As Catalyst had most recently become the product of two merged organizations and knew that more acquisitions were to follow, the C³ Framework was intentionally delivered to mixed cohorts of leaders that spanned both organizations and leadership levels. This design promoted both the community learning of the C³ Framework as well as the breaking down of silos and formations of new internal networks.
- Consistency** The delivery of the C³ Framework was not a one-time event. The learning experience was designed to take place over several months to support the consistent and sustained habit of applying the learning. This contributed to the massive change over time.
- Commitment** The Catalyst ELT walked the walk and were one of the first groups to embrace the C³ Framework. This, along with CEO Nick Dyer as the most vocal champion of C³, provided the level of commitment needed to move forward on the integration of C³ into every aspect of the business.



The C³ Framework is focused on two aspects – a) leading oneself; and b) leading others. Jeff would say: “You can’t hope to lead anyone else if you can’t lead yourself first”. The C³ Framework, therefore, helps to connect individual values and aspirations with those of the organisation in a mutually beneficial way. In realising their own potential, individuals are enabled to contribute to the achievement of Catalyst’s values-based Mission.

C³ FRAMEWORK

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Catalyst employs a number of valuable culture delivery mechanisms in driving the C³ Framework forward. Such culture delivery mechanisms, which are a work in progress, aim to nurture its “People First” ethos, as reinforced by its common sense, pragmatic and highly situationally-aware ethos. These mechanisms rely on:

- Driving active engagement of team members;
- Cultivating teamwork and collaboration within and between teams;
- Nurturing interpersonal connection and communication between manager and team member;
- Embracing communication as a means of connecting everyone to success on both personal and organisational levels.

In working with Catalyst, BW also identified recurring operational activities that would be key to consistently reinforcing C³:

- a) **Performance Measurement** - Measuring where staff are in their individual growth journey within the Catalyst C³ culture and committing to acting on instances where individuals are not acting in line with C³.
- b) **Communication** - Continuously reinforcing the C³ Framework by regularly messaging its intent and purpose. Communication is enriched through the invaluable usage of “corporate storytelling” whereby the company, through its newsletters and other channels, celebrates successes and the opportunities offered by failures while recognizing employees for behaving in a manner that
- c) supports/demonstrates the culture and core values of the company.
Policies and Procedures - Through the development or modification of the company’s policies and procedures to complement C³.
- d) **Professional Development** - As the company moves forward, self-paced learning, virtual workshops and instructor-led training will be implemented to support and encourage professional development.

WHAT ARE THE KEY DRIVERS IN BUILDING C³ FRAMEWORK?



Intentionally creating a culture is hard work and there are always difficulties faced along the way. As the C³ Framework is being rolled out, Jeff Harmon's coaching led to these key drivers to Catalyst's success in their culture creation initiative:

- a) **Ownership by all:** It has been imperative that the process is not seen to be 'owned' by the People Operations (HR) department, rather that it is largely led by all staff, thereby ensuring its relevance to all staff.
- b) **Communication:** Transparent communication, via both formal and informal channels of communication, is highly valued.
- c) **Oversight:** An "Active" oversight of the program exists, with particular sensitivity to employees' feelings, beliefs, concerns and observations. Fair and consistent implementation of major organisational change, coupled with staff perceptions of how they are treated in the process, drives engagement with any new culture which inevitably meets unforeseen challenges in roll out.
- d) **Training towards Adoption:** A robust training program is, and must be, meaningfully aligned to the C³ Framework. The C³ Training should include information sharing and resources to facilitate employees' adoption of C³.
- e) **Modelling:** "Conscious leadership" is essential. The visionary leadership style of Catalyst's CEO Nick Dyer, aided by a strong team of like-minded ELT members, is essential.



The **Core Attributes** of a successful "People First" culture demonstrated by the executive leadership at Catalyst, and which have been accentuated by the C³ Framework, include the following - BW dug deep on each of these as the C³ Framework was conceived and the learning materials were created:

- Building and sustaining trust while communicating and celebrating success;
- Nurturing a truly unified team through collaboration (i.e., combined skill base and knowledge) and cooperation (i.e., aligned attitudes), thereby heightening engagement of team members;
- Creating a genuinely enjoyable environment in which to work and grow, both personally and professionally;
- Placing a premium on authentic 'communication' as the vehicle to connecting everyone to success, from both personal and organisational perspectives;
- Permitting an environment of "Do your best", accepting that certain mistakes happen;
- Openly discussing what the core values look like in practice in everyday situations and leaders willing to be held accountable when they fail to live by the values;
- Ensuring employees are sufficiently compelled by a process that they "believe" in; and
- Strategically resourcing the company with programs, processes, evolving structures and systems, aimed at refining and supporting the culture at Catalyst.

THE IMPACT OF C³ AS GUIDED BY THE WORK OF BRILLIANCE WITHIN



“Brands whose actions in incorporating ... inclusion into their management philosophy and which are authentic and unifying will see disproportionate improvement in Brand Strength”. Brand Finance (2021)

According to Brand Finance, positive brand perceptions affect four cohorts of corporate stakeholders as follows:

- **Staff:** through improved impact on recruitment, enhanced retention, recommendations, morale, internal cohesion and flow through improved staff costs;
- **Financial audiences:** through debt-to-equity ratio, risk appetite and cost of borrowing;
- **External audiences:** through improved strategic alliances and deal completion; and
- **Customers:** through repeat business, cross-selling opportunities and associated volume.

An overview of some key stakeholder reflections offers first-hand, refreshing, insight into the powerful success of C³. These reflections serve to underpin the undoubted direct and more indirect bottom-line impacts of the culture focus at Catalyst as reinforced by Brand Finance’s views:

Employee satisfaction, leading to undoubted enhanced employer branding and undoubted increased brand value.

Senior leaders have reported significant satisfaction with, and support for, the C³ roll out, citing “walking the walk” as a more organic approach to playing their part, predicated by a preferred shift of emphasis from discussion on ‘values’ to “talking about expected behavioural outcomes”. It has been reported that the pace of growth renders culture change ‘challenging’ and the need ‘to continue to evangelise’ more urgent, if Catalyst is to sustain its ‘People First culture’ on all levels. The culture is very intentional and streamlined, however there is an acknowledgement that Catalyst is “... still in the process of deploying it so that everybody understands”.

The impact of C³ and the focus on the culture has increased employee happiness. The “People First” aspect of the company, as espoused by C³, is highly valued. A sense of family, aided by respect for diversity, equality and inclusion permeates the culture. There is a sense of pride, a sense of team that is exuded in every conversation. Catalyst is a happy place to come to work and this shines through in customer service, quality feedback and in staff members’ displays of psychological safety: **“If you have ideas the ELT always welcomes these and gives feedback. No one is unapproachable - I can call the CEO and go to him- anyone feels they can do so”.**

Cohesion through senior leadership involvement in, and clarity around, the purpose and rollout of the C³ Culture.

"C³ has been the pinnacle in bringing leadership together and making the vocabulary consistent ... demonstrating values and talking about them". C³ Leadership Training was rolled out to leaders within the organisation. C³ Training is designed to give common language and management tools to leadership within the company so that they can reinforce C³ to influence how managers interact with their staff. 40 or so staff were initially involved in cohorts 1 and 2 and provided feedback, which was used to adapt the program; this iterative, self-reflective process continues. Most who were interviewed acknowledge that the reach to middle management levels and below is a work-in-progress in this growing company which has amalgamated three businesses. Preliminary groundwork undertaken as to identification of values align with the recurring theme of top-down 'intentionality' which emerges in relation to culture, affirming Jeff Harmon's "ability to crystallise what these values would be ... so as to ensure to the best of our ability that it would have resonance down inside the organisation".

Employee buy-in of C³ serving to support retention and enhanced recruitment opportunities.

It is clearly no coincidence that Catalyst has an industry leading 2% staff attrition rate, in excess of 700 staff (some 325 employees and in excess of 400 contractors) and offices in the US and EU. Employees' buy-in of C³ has been leveraged by ongoing, appropriate communication with ELT members. At Catalyst, "no one is unapproachable", in what is characterised as "... a work hard, play hard, accepting and welcoming culture, regardless of who you are." Its flexible, customer-centric approach facilitates individual adaptation of the culture change process, tempered with a degree of responsible innovation and reflexive practice. Much of the initial hesitancy as to the purpose and nature of C³ among employees has been defrayed by the open, honest and well-explained nature of the C³ rollout. Catalyst has been able to show some sceptics that this is a powerful, unifying foundation. But it still has some work to do. According to CEO Nick Dyer - "The fact this is organic, and not some box checking program, increases the opportunity to make it part of the DNA".

Morale enhanced productivity and revenue as reinforced by a culture of keeping to agreements.

Catalyst is well on its way to exceeding \$100m revenue and advancing to a meaningful, yet sustainable expansion over the next five years. The vast majority at senior leadership level concurred in their feedback as to their experience of C³ roll-out.

One of the foundational principles driving success at BW is the development of an environment which relies on clear, inter-party, co-created agreements, thus avoiding unclear or unspoken expectations. This was a key element of C³. Jeff Harmon of BW holds that "Agreements became an essential principles of C³", which has proven transformational for Nick Dyer and his team. Creating agreements using 'language' which helps teams transition from unspoken or unclear expectations or assumptions to clear pathways of agreement and engagement with individuals and teams is key to the success of Catalyst. Enabling C³ is deemed to hinge on expressing commitments and making agreements - "We do not really have too many standard operating practices - we operate more through an environment of expressing commitments and making agreements". To this end, Nick Dyer cautions against making assumptions: "Don't rely on your expectations of what people do. Be more intentional through commitment agreements ... [thereby] preventing vacuums by providing for a clear communications environment."

Client satisfaction as underpinned by strong strategic alliances and deal completion.

Catalyst now has over 120 customers and growing all the time, albeit in a steady, sustainable way. Sustainable innovation requires a strong culture to convert processes to revenue and it is clear that Catalyst's robust policies, procedures and protocols and context-specific decision-making only serve to provide a virtuous cycle as the company continues to grow.

Context specific decision-making.

The core "People First" ethos is strong at Catalyst - that "... if we free up and engage individual potential, we can create a great organisation". Given this, there has been a view that too much process and red tape can slow a team down and limit its effectiveness, while not enough can give rise to inconsistency. Catalyst operates through a culture of guidelines rather than rules, with less reliance on inflexible work instructions and more on "fluid guidelines", operating within the spirit of C³ and Company Values. This is actually another fundamental pillar of the company, wherein the need for context-specific decision making as opposed to policy/procedure dictated decisions is acknowledged. The art of listening, flexibility, coaching and empowerment are all contributors to that. '...But it's a harder path to walk, so we have to be diligent all the time about the support needed to make that a reality.'

BW made this a center piece in the design of all the key C³ practices: Know and Love Our People, Empower Our People, Bring a Coach Approach, Make Agreements & Keep Commitments.

An ecosystem of "reactive reframing" rather than one of shallow, formulaic expectation-setting is clearly evident at Catalyst. CEO Nick Dyer coaches, in particular, on what the Values are and mean. The company operates more by "that's what we want" - reinforcing how the value is embodied - highlighting the clear benefits of C³. Repetition is also a key aspect of the company's success. Employees are extremely busy so C³ needs to be continuously messaged: "We have tried to lead with how this program looks with examples and we have and are continuing to bake in the values to our Performance Management Process".

CATALYST CONTINUES TO LEARN AND GROW ON ITS C³ JOURNEY



With an industry leading 2% staff attrition rate, well on its way to exceeding \$100m revenue and continuing its high, yet flexible, customer-centric, growth trajectory, Catalyst is now building its momentum as it reaps the rich benefits that have been crystallised by the C³ Framework.

"There is an intentionality around the culture that I think is resulting in the \$100m plus turnover"

- Jeff Harmon



At Catalyst, the focus is now clearly on process, communication and training, while laying sound foundations for future growth. Integral to Catalyst's journey is the ability to celebrate what is done well, tempered with the humility to acknowledge what might be done better. Corporate awareness fuels ongoing strategic planning, facilitated by adopting cutting edge technology, offering relevant and appropriate training, investing in employees and customers in an innovative, dynamic and all-embracing, affiliative culture.

Yes, there are always areas that can, and should, be continually examined and improved. Given the pace of growth and the hybrid/remote working practices that are encouraged at Catalyst, there is a particular imperative to be mindful of the need to keep reinforcing the message down through every level of the organisation coupled with the need for reflection, recalibration and flexibility. Specifically, in rolling out and strategically embedding C³ the following challenges have been identified and are being constantly negotiated with a view to ongoing refinement of the process:

- **Pacing growth:** Catalyst is growing exponentially and the ELT is cognisant that any absence of appropriate management, and achievement of balance amid competing demands, may cause stakeholders to lose sight of the purpose and benefits of the C³ Framework. To this end, Catalyst's grounded, conscious awareness has even resulted in it declining certain new business in order to manage growth carefully and sensitively. It is also framed in the need to re-calibrate the culture and enhance C³ as the company continues on its exponential growth curve.
- **Acquisitions compounding organic growth challenges:** These have presented challenges to the harmony that C³ seeks to achieve. However, feedback reaffirms that "CEO, Nick Dyer straddled the mergers very well by acting as though they were compatible until actual or, at least, any perceived friction dissolved – this was very subtle leadership". Clearly, integration processes are managed very strategically, methodically and satisfactorily at Catalyst.

- Distributed workforce model compounding communication challenges: With a 65% remote workforce, even prior to the Covid Pandemic, a distributed workforce is the essence of the evolving Catalyst model. Given the need for consistent, inclusive messaging of the rationale and virtues of C³, the geographical distribution of the workforce demands persistent and careful management. Key players at Catalyst realise the necessity for regular communication to all stakeholders in relation to the progress of the C³ and its implications for work practices. Development of C³ at Catalyst is ongoing: “The ELT constantly supports the notion that people matter, that people are people and that they have a life outside of work. Leadership has been there every step of the way”.

With this ever-evolving reality in Catalyst’s journey, BW will keep pace with them in the following ways:

- Updating the C³ learning materials when/if the core values evolve and new C³ principles need to be added;
- Measuring and tracking Catalyst’s culture; and
- Advising on the continued roll-out of C³ to new leaders, employees and consultants.

The ELT is aware that it needs to constantly practice what it preaches, be seen to message this and have the awareness to “read the room” in terms of what all staff and stakeholders are feeding back. It is essential to recognise the valuable role of line managers in translating for employees what the new culture means for how work gets done and the behaviours expected. This can be aided by encouraging the development of effective, trusting relationships to facilitate decision-making and increase the pace of change. Catalyst’s ELT robustly appreciate this.

CONCLUSION



All companies are organic and require regular flexible, honest and open-ended reflection and adaptation of their strategic journey. This, of course, applies to Catalyst as it continues to roll out C³ which, no doubt, will evolve and grow in line with company vision and BW's innovation. Reflections on the introduction and roll out of C³ under Jeff's guidance and advices, and spearheaded by the ELT, offer a blueprint for others seeking to emulate Catalyst's phenomenal success in challenging times globally, namely:

- The process is essentially "owned" by employees, thus ensuring relevance and ease of operationalisation at the coalface;
- The focus on individuals' values, contributions and aspirations is aligned with success at Catalyst;
- The empowerment of participants prompts the release of untapped capabilities; and
- The fact that C³ is an organic process ensures durability and consistency in evolution.

Constant reiteration of the "why" behind what the company is doing is pivotal and something which Catalyst's ELT does extremely well while embedding the principles of C³. Values are personal to the individual, so Catalyst should, and will, undoubtedly continue to spend more time talking about expected behavioural outcomes in addition to reinforcing values. Change is an ongoing process on a continuum of growth towards success. It is important that the effects of the change programme are monitored and further adaptations made as necessary.

BW, in guiding companies to grow and thrive, reaffirms that a company is only as good as the sum of all its parts: its people, its culture and its practices. The leader, in setting the tone and dynamics for cultural growth, is the crux of the culture in an organisation. However, in order to permeate the organisation the culture must be simple, easily understood, prioritised and measured. This may be achieved through ramping up engagement and strengthening relationships between co-workers, setting ongoing challenges and providing staff with constructive learning opportunities and educational facilities, all of which have been admirably captured by C³. Jeff holds that, as with all companies, Catalyst will need to continue to manage this process of observance, measurement and improvement. *"It is essential to regularly communicate progress towards the new way of working to all stakeholders in order to sustain impetus and to prompt discussions about what needs to be done to further develop the new culture."* – Jeff Harmon.

As verified by internal and external stakeholder engagement, coupled with quantitative and qualitative measurements through interviews, evaluations, surveys, training, workshops, town halls and ELT information-sharing sessions, Jeff is happy that Catalyst's positive growth towards a truly sustainable corporate culture, driven by C³, is well advanced and that it is emerging as a company which:

- **Recognises** that all employees are different, each possessing unique talents and abilities to reach their true potential;
- **Holds** intense core values and ensures they are simple and measurable;
- **Celebrates** success which is consistently reviewed, both formally and informally;
- **Is open and communicates effectively** to build trust, nurture morale and heighten engagement;
- **Empowers** employees as both reflective and reflexive practitioners;
- **Embeds** mutual confidence and trust;
- **Invests in learning** – is a learning rather than a training organisation;
- **Fosters** teamwork, respect, enthusiasm, integrity and honesty "there is an undercurrent of joy that flows truly in each person here because we take pride in our work";
- **Achieves**, through a "People First" environment of excellence, solid performance and resultant low attrition rates.

Catalyst ELT's vision of a foundational, healthy culture which operates as a differentiator in enabling the company to grow and thrive, aided by the engagement of Jeff Harmon of BW, is most definitely bearing fruit and serves to act as a shining example of what an aligned, open, honest and willing business can achieve through garnering the collective will. For a company to truly grow and thrive, a climate of trust is crucial. Trust can be measured through results, retention and quality relationships. Trust has a direct and very potent relationship with a company's bottom line. Catalyst will no doubt continue to grow and thrive given the underpinnings of its hugely impressive C³.

Each culture needs to flex evolve with its corporate trajectory. Culture is, and should be, a living organism, one which develops in symbiosis with the frequency of growth of the organisation within which it exists. As Catalyst grows towards its planned expansion over the next five years, the "People First" culture will need to be nurtured, monitored and reviewed on an ongoing basis through the intentional, contextual leadership driven by CEO Nick Dyer, the ELT and the on-going partnership with Jeff Harmon and BW.

Brilliance Within certainly knows how to build an enduring Culture to Grow and Thrive.

As Catalyst CEO Nick Dyer puts it: "The Brilliance Within team has brought a fantastic balance between customization and 'tried and true' materials and approaches. We have developed a program that I am hugely proud of, and that has proved to be foundational to Catalyst's healthy growth. At every step, Brilliance Within has been a partner who asked the hard questions, reflected on the specific context of a given situation and enhanced our effectiveness as an Executive Leadership Team".

Schein, E.H., (2010). Organisational Culture and Leadership. San Francisco: Jossey-Bass.

Teresa Hand-Campbell & Simon Haigh 10/07/21